

## IT'S YOUR NATURE!

**In** June 2004, the Department of Conservation and Recreation concluded a challenging and exciting first year as the new, unified state agency responsible for protecting, promoting, and enhancing our common wealth of natural, cultural, and recreation resources for the well being of all.

On the following pages, you'll find detail on our activities and accomplishments in Fiscal Year 2004. Key to our progress have been our dedicated DCR employees, who have consistently applied themselves to the ongoing accomplishment of our mission.

Significant support for our efforts has come from Governor Mitt Romney, his Administration and especially the Executive Office of Environmental Affairs and Secretary Ellen Roy Herzfelder, the Massachusetts Legislature, and federal and municipal officials, all of whom have urged us to make the agency better in every way. Our valued partners – park friends groups and advisory committees, community nonprofit and statewide environmental organizations, private corporations, and hundreds of individual volunteers – have provided us with critical monetary and in-kind support, input and guidance, and hands-on assistance in service and program delivery. As the agency moves ahead, we look forward to expanding these new, effective models for collaborative partnership that educate, energize, and engage citizens as stewards of the Commonwealth's conservation and recreation resources.

To underscore our belief in shared stewardship, DCR has adopted the tagline, **"It's Your Nature!"** We invite all our supporters and partners, tourists, and citizens of the Commonwealth to join us as we embrace the concept this tagline conveys by enjoying, protecting, and enhancing our environment.

Sincerely,

Katherine F. Abbott  
Commissioner

251 Causeway Street  
Boston, Massachusetts 02114  
(617) 626-1250  
(617) 626-1351 FAX  
[www.mass.gov/dcr](http://www.mass.gov/dcr)

MITT ROMNEY  
*Governor*

KERRY HEALEY  
*Lt. Governor*

ELLEN ROY HERZFELDER  
*Secretary*

KATHERINE F. ABBOTT  
*Commissioner*



**Department of Conservation and Recreation**

**Annual Report  
Fiscal Year 2004**

January 31, 2005

## Contents

<b>Fiscal Year 2004: Setting Goals, Making Progress .....</b>	<b><u>1</u></b>
Goal #1: Assess the current status of the resources in our care .....	1
Goal #2: Build a new, unified organization and foster public awareness of our new identity .....	2
Goal #3: Demonstrate early progress toward world-class standards in recreation and conservation management services .....	4
Goal #4: Generate public appreciation and support for the resources we manage .....	6
<b>Financial Report .....</b>	<b>8</b>
Chart 1. DCR Spending by Division, FY 2004 .....	8
Chart 2. DCR Revenue, FY 2002 to 2004 .....	8
Chart 3. DCR Overall Spending, FY 2002 to 2004 .....	8
Chart 3. DCR Overall Spending, FY 2002 to 2004 .....	9
<b>Looking Ahead.....</b>	<b>9</b>
<b>APPENDIX: ACTIVITIES AND ACCOMPLISHMENTS .....</b>	<b>A-1</b>
<b>Recreation.....</b>	<b>A-1</b>
<i>Waterfront Program – Beaches and Pools.....</i>	<i>A-1</i>
<i>Camping Program.....</i>	<i>A-1</i>
<i>Multi-use Trails.....</i>	<i>A-1</i>
<i>Universal Access Program.....</i>	<i>A-2</i>
<i>Special Events.....</i>	<i>A-2</i>
<i>Skating Rinks .....</i>	<i>A-2</i>
<i>Interpretive Services.....</i>	<i>A-3</i>
<b>Conservation.....</b>	<b>A-3</b>
<i>Natural Resource Protection .....</i>	<i>A-3</i>
<i>Cultural Resource Preservation .....</i>	<i>A-3</i>
<i>Forestry.....</i>	<i>A-4</i>
<i>Forest Fire Control .....</i>	<i>A-5</i>
<i>Watershed Planning and Management.....</i>	<i>A-5</i>
<i>Land Protection.....</i>	<i>A-5</i>
<b>Public Safety/Infrastructure .....</b>	<b>A-6</b>
<i>Dam Maintenance and Flood Control .....</i>	<i>A-7</i>
<i>Flood Hazard Management.....</i>	<i>A-7</i>
<i>Bridges .....</i>	<i>A-7</i>
<i>Capital investments .....</i>	<i>A-7</i>

## **Fiscal Year 2004: Setting Goals, Making Progress**

As she came into the new Department of Conservation and Recreation in October 2003, Commissioner Kathy Abbott laid out four goals for the new organization. While the specifics have changed over the fiscal year, the underlying purposes have been a constant. DCR staff set about over the past fiscal year to:

- *Assess the current status of the resources in our care.*
- *Build a new, unified organization and foster public awareness of our new identity.*
- *Demonstrate early progress toward world-class standards in recreation and conservation management services.*
- *Generate public appreciation and support for the resources DCR manages.*

These goals incorporate the Governor's vision, articulated as he announced his plan for the unification of the former Metropolitan District Commission and Department of Environmental Management. At that time, the Governor stated, "we should not accept the status quo. Every park in Massachusetts should be world-class and the way to achieve this is to create a unified, world-class management system."

Our progress toward these goals is detailed in the following sections.

### **Goal #1: Assess the current status of the resources in our care**

***In short: DCR inherited wide-ranging responsibilities for everything from dam safety to swimming pools, and a significant backlog in capital maintenance needs.***

Governor Romney and Secretary Ellen Roy Herzfelder provided Commissioner Kathy Abbott with a unique opportunity to document the current state of the Commonwealth's recreational infrastructure. Previous administrations, concerned about backlash and perhaps afraid to know the answer to the question, had not asked what the former agencies owned, and the condition of those assets. DCR's baseline assessment, initiated in the winter of 2003-2004, was designed to provide agency decision-makers with important information that will be used for capital and maintenance management planning that can make our vision of world class parks and conservation a reality. DCR has care and control of the following:

#### **Recreational Assets**

449,000 Acres  
1500 Buildings  
2000 Miles of trails  
55 Ball Fields  
39 Pools  
39 Rinks  
60 Playgrounds  
67 Beaches  
16 Harbor Islands  
3525 Campsites

#### **Infrastructure Assets**

270 Bridges  
12,800 Street lights  
2000 Parking Lots  
160 Boat Ramps  
263 Dams/locks  
15 Seawalls  
6 Commercial Piers  
6 Fire towers  
3500 miles of paved & unpaved roads

#### **Water Assets**

229,000-acre watershed  
providing 2.5 million  
residents with safe drinking  
water  
55 public water supply wells

Meanwhile, staff identified a backlog of almost \$750 million in capital maintenance, which has been accumulating over the 100 years of DCR's history.

## Baseline Assessment Capital Deficiency Estimates, June 2004

Summary	Totals
Buildings	\$189,878,000
State Parks Division deferred maintenance	\$100,000,000
Bridges	\$212,724,000
Parkways	\$109,808,000
Dams	\$ 32,000,000
Coastal Access (waterways dredging)	\$ 46,000,000
Hazardous waste remediation	\$ 30,000,000
Pools	\$ 4,311,000
Playgrounds	\$ 3,860,000
<b>Capital Deficiency Total</b>	<b>\$728,582,000</b>

Governor Romney's Fix-it-First Agenda, and Commonwealth Capital spending initiatives will help DCR begin to address these needs. At the end of Fiscal Year 2004, the legislature passed and the Governor signed a supplemental spending plan that essentially doubled DCR's spending to begin to reduce this backlog.

### **Goal #2: Build a new, unified organization and foster public awareness of our new identity**

*In short: Commissioner Abbott has returned \$6 million in operating dollars to the Commonwealth's coffers, while applying additional savings to building an agency that will bring the Commonwealth's conservation and recreation services to an acceptable level. Pro bono services and partnerships enabled summertime advertising of the resources held by the new agency.*

When Governor Mitt Romney put forward his proposal of a new Department of Conservation and Recreation in February of 2003, he promised the same or better services for less money.

"Massachusetts taxpayers and the people who use our state recreational facilities deserve better," Romney said at the time. "Under my plan, they will finally get the accountability and cost-efficiency we should all expect from those entrusted with the management of our public funds."

Combining the two agencies *has* resulted in less cost to the taxpayers, and fewer administrators. Prior to the merger, MDC/DEM employed 29 administrative positions. Post-merger, DCR will have only 14 administrators on staff. In FY04 alone, the following savings were realized:

	June 2003	June 2004	Change
<b>Operating Budget</b>	\$78.6 million	\$71.8 million	- 9%
<b>Total staff</b>	1176 FTE	1097 FTE	- 7%
<b>Managers</b>	74	68	- 8%

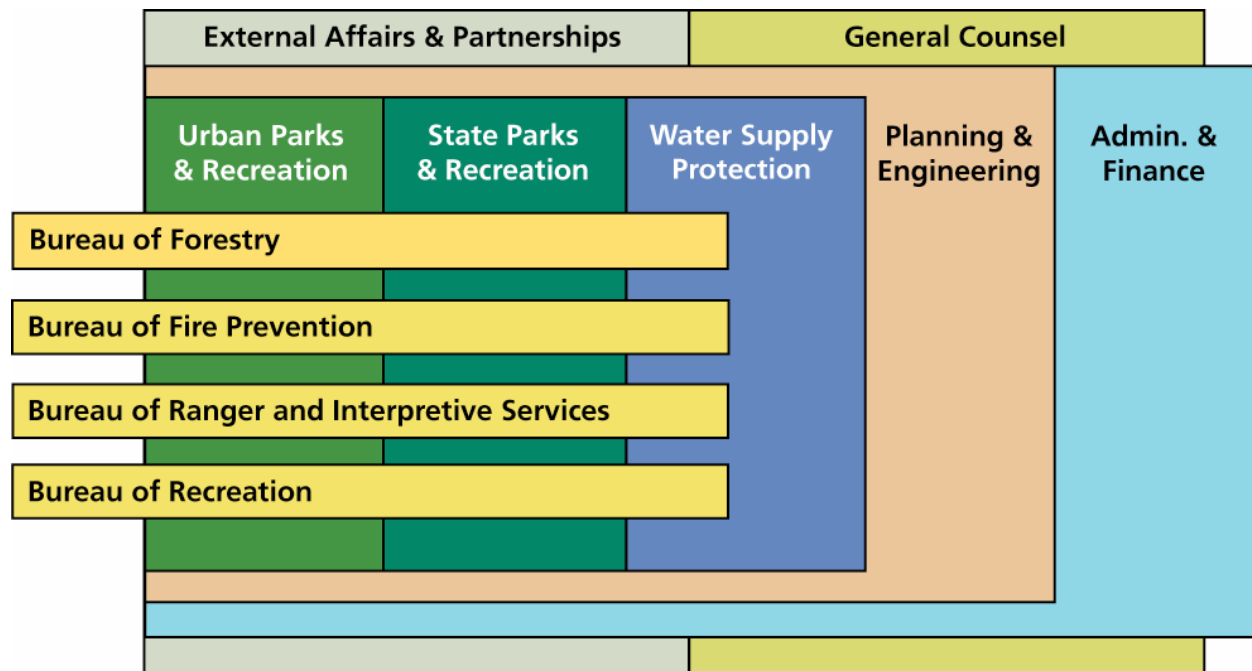
The Commissioner has taken this mandate seriously, applying savings gained from efficiencies in the merger – beyond the dollars returned to the General Fund between FY03 and FY04

reflected in the table above – to restructure the agency into one capable of delivering world-class parks.

Indeed, by merging two agencies with many redundant responsibilities, we were able to:

- Strengthen internal support services – finance, human resources, planning and engineering – by drawing on the combined expertise, experience, and knowledge of previously separate staff.
- Examine existing operating procedures, instituting existing best practices agency-wide and developing new, more efficient procedures.
- Eliminate duplication of effort and inefficient systems.
- Reassign staff to carry out unmet responsibilities, improving service to the public.

Drawing on work done by DCR and EOEA staff before she arrived, the Commissioner instituted a “matrix” management model for the agency. This structure is the most efficient way to apply expertise across the agency and foster communication and accountability among the agency’s divisions.



Recognizing the importance of receiving the input of the **agency staff** during the early stages of building the new agency, soon after assuming her post in November of 2003, Commissioner Abbott hosted a series of divisional and regional meetings with employees to encourage them to bring their best efforts and ideas to improve DCR operations. She also initiated the practice of communicating with staff on a bi-weekly basis, through e-mails providing updates on hiring, reorganization planning, and budgetary and program developments.

To implement the matrix management scheme, Commissioner Abbott aggressively pursued recruitment of a new **Senior Management Team**. The Department focused on seeking

individuals demonstrating a, high degree of professional experience and qualifications, strong educational background, and interests appropriate to their roles. The search produced a senior management team with broad and deep experience in parks management, business administration, environmental science and policy, and customer service. In this same time period, the first six months of her tenure, Boston-based staff were combined and housed at 251 Causeway Street in Boston.

In May 2004, the Senior Managers developed a preliminary mission statement and two-year strategic goals for the organization:

**MISSION:** To protect, promote and enhance our common wealth of natural, cultural, and recreational resources for the well being of all.

**STRATEGIC GOALS:**

In the next two years, we will create an agency capable of delivering world class conservation and recreation services, demonstrate progress toward world class parks, and generate public appreciation and support for the resources we manage.

In early June, more than 400 agency employees attended the first DCR all-staff conference, “Charting the Future.” At this agency-wide event, which gave staff the opportunity to become acquainted with colleagues from throughout the Department, Commissioner Abbott introduced the new Senior Management Team and updated staff on the key issues and goals that would define DCR’s direction and obtain their input.

In the spring of 2004, DCR initiated efforts to create a brand identity through a limited marketing effort undertaken with the *pro bono* assistance of Hill, Holliday, Connors, Cosmopolos, Inc.. This partnership produced a new DCR logo and tagline featured on the cover of this report, as well as banners, T-cards, and script for a radio spot used as part of a parks promotional campaign funded almost entirely via corporate and agency partners’ donations and in-kind service.

In FY04, citizens saw or heard:

- 250 banners carrying the tagline theme and images of citizens enjoying recreational opportunities at DCR properties along urban parkways and beaches.
- 100 posters carrying similar images and the agency’s “It’s Your Nature” theme on the Red, Orange, and Blue Lines for the months of July and August, 2004 (in partnership with Winthrop Printing and the Massachusetts Bay Transit Authority).
- A radio public service announcement encouraging the public to get outside and enjoy their state and urban parks (in partnership with Kiss 108-FM).

**Goal #3: Demonstrate early progress toward world-class standards in recreation and conservation management services**

*In short: Improvements in operations are already in evidence, as the agency’s new organizational structure takes hold and resource planning is implemented. DCR staff worked hard to improve service to the public, and thus make progress toward world-class parks and conservation.*

DCR undertook a major effort to develop the agency's capacity to prepare **Resource Management Plans**. This initiative is designed to meet the legislative mandate (Acts of 2003, c. 26, s. 79) to develop management plans for all reservations, parks, and forests under the management of the Department. It will also guide the establishment of a world class system of parks, reservations, and forests. Resource Management Plans will follow a standard format for content and streamlined process for public participation. Several resource management plans will be initiated in Fiscal Year 2005. During Fiscal Year 2004, DCR:

- Named an interim director to manage the resource management planning program.
- Identified hundreds of existing plans.
- Developed a general framework and table of contents for resource management plans.
- Proposed an approach for public involvement in the process.

DCR also commenced efforts to comply with St.2003, c. 26, s. 605, which directs DCR to nominate the Metropolitan Parks System to the **National Register of Historic Places**. In Fiscal Year 2004, agency staff has been working with the Massachusetts Historical Commission to develop a project scope, approach, and timeline for this nomination. We have already assessed and indexed primary source documentation on file with the agency, developed a preliminary properties list for inclusion in the nomination, and completed a field survey of identified properties. DCR anticipates the process for listing will be implemented over a three-year time period, utilizing in-house staff and consultant services. Funding for the project has been included in the agency's capital plan and is proposed to be allocated as follows:

- \$50,000 in Fiscal Year 2005
- \$100,000 in Fiscal Year 2006
- \$100,000 in Fiscal Year 2007

In FY 2004, DCR embarked on a **"Clean and Green"** initiative to clean up properties earlier in the season. Hundreds of small- and large-scale projects across the state were completed prior to Memorial Day 2004, many in cooperation with park friends groups, volunteers, and corporate partners.

DCR undertook a program of **equipment sharing** to maximize existing resources. In the winter of 2004, the Division of State Parks and Recreation (DSPR) provided staff and equipment to assist the Division of Urban Parks and Recreation (DUPR) with plowing of roads and parkways. Using DSPR snowplows to assist in cleaning DUPR roads resulted in a savings of about \$10,000, and also fostered team building for staff in both Divisions of the agency. DSPR staff was also divided into Winter Mode teams, which allowed DCR to share larger pieces of equipment among groups of facilities. DUPR events staff took their expertise and equipment on the road to deliver special event services, including an outdoor movie series in parks from Cape Ann to Cape Cod.



#### **Goal #4: Generate public appreciation and support for the resources we manage**

*In short: DCR has already established a number of new municipal and corporate partnerships, in addition to the many existing relationships. The new Stewardship Council will open new avenues for partnerships in a broad range of public and private sectors.*

Public-private partnerships and public support for DCR properties and programs are key to making progress toward world-class parks and conservation. DCR's work on this goal in fiscal year 2004 was focused in three areas:

- Institutionalizing community involvement and volunteer support.
- Working with private corporations and individuals to explore options for public-private partnerships that supplement public investment.
- Recruiting influential members of the greater Commonwealth community to serve on the Stewardship Council.

To reach out to existing partners of the agency in early 2004, DCR and the Executive Office of Environmental Affairs (EOEA) Office of Public-Private Partnerships (OPPP) hosted nine regional meetings across the state to have dialogues with DCR facility friends groups and advisory committees. In a more formal setting, on April 2, DCR and EOEA, in conjunction with The Esplanade Association, sponsored a conference entitled "Massachusetts is Celebrating Partnerships" at the Great Hall in the State House.

In the course of the year, DCR strove to increase agency transparency for the public through numerous communications with our partners, updating them on the building of the organization, Senior Manager appointments, and pending budget issues. These communications were facilitated by the creation of a partner's database and list serve, as well as establishment of a partners e-mailbox and group phone line.

Measuring **volunteer activity** is one of the best ways to assess public support of our resources. In Fiscal Year 2004, organizational and individual volunteers participated in beautification projects, trail and facility maintenance activities, and conservation monitoring at DCR facilities across the state. In 2004, DCR also participated in four major volunteer efforts in which some combination of agency and municipal staff, DCR friends groups, and corporate, nonprofit, and neighborhood volunteers joined together to provide a range of improvements at agency facilities and open spaces: Boston 2004's "Plant Yourself in the Park Day," the City of Boston's "Boston Shines," National Public Lands Day, Coast Sweep, and National Trails Day. Among the tasks completed were bank-clearing, painting of benches and fences, trash pick-up and debris disposal, lighting and signage installation, weeding, and plantings.

A number of key **public-private partnership ventures** were implemented during the Fiscal Year 2004.

- Seventeen of the 18 DCR state park skating rinks continued to operate under a 25-year lease program instituted in June of 2002, resulting in documented facility and program improvements. In addition, given the legislative provisions in the FY 2005 budget authorizing long-term leases for 7 urban parks rinks (an 8<sup>th</sup> rink was added to the list in the

FY05 operating budget) of up to 20 years, with the potential a 5-year renewal, the Department began work on drafting a Request for Proposals with the Department of Capital Asset Management, expected to go out to bid in the winter of 2004-2005.

- DCR continued its partnership with the City of Attleboro for the operation of the George Spatcher Pool and entered into a first-time agreement with the Leominster Recreation Department for the operation of the Leominster Pool. As part of this pool partnership program, DCR retains responsibility for capital improvements, while the community handles operation, maintenance, and staffing. This program results in approximately \$40,000 in savings per pool for the Commonwealth each year. Other benefits of the partnership include improved services to the public and expanded hours and season of operation, and the opportunity to send staff to other high-need areas.
- A volunteer stewardship/corporate partnership with the Hampton Inn resulted in the refurbishment of a historic walkway at the National Monument of the Forefathers in Plymouth.

Recruitment and evaluation of nominees for the 13-member **Stewardship Council** to DCR, to be appointed by the Governor to seven-year terms, was ongoing at the end of Fiscal Year 2004. The Stewardship Council was established by the General Court as part of the 2003 reorganization that created DCR. The Council will provide opportunities for improving and enhancing public communication and outreach; set strategic direction and review policy; build new relationships with diverse constituencies; and, facilitate new public-private partnerships for park management, restoration, rehabilitation, and maintenance.

Council Members are:

Julian Agyeman, Assistant Professor  
Urban & Environmental Policy & Planning  
Tufts University

Richard Cross, Principal  
Dick Cross Partnerships

Christina Crowley,  
former Assistant District Attorney

Michael Dutton  
Law Office of Michael M. Dutton, PC

Whitney Hatch, Vice President &  
New England Regional Director  
The Trust For Public Land

Barbara Hostetter, President  
Barr Foundation

Laura Johnson, President  
MassAudubon

Henry Lee, Director  
Environment & Natural Resources Program  
John F. Kennedy School of Government  
Harvard University

Eric Schultz, President and CEO  
Fallon Community Health Plan

Richard Ward, Program Officer  
The Boston Foundation

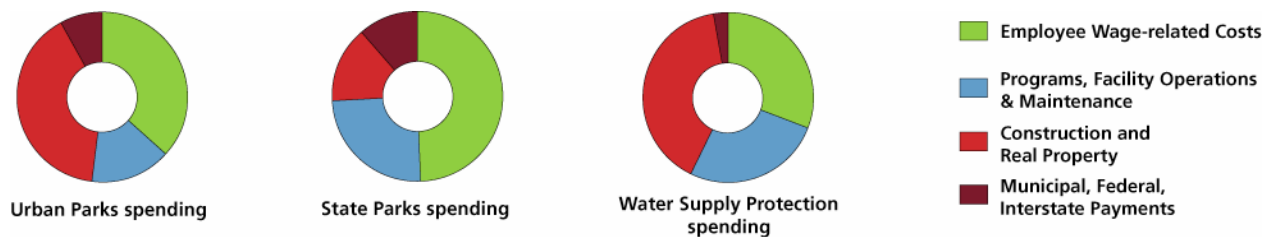
Dan Wolf, President  
Cape Air Nantucket Airlines

# Financial Report

The following series of charts provides an overview of DCR financial information.

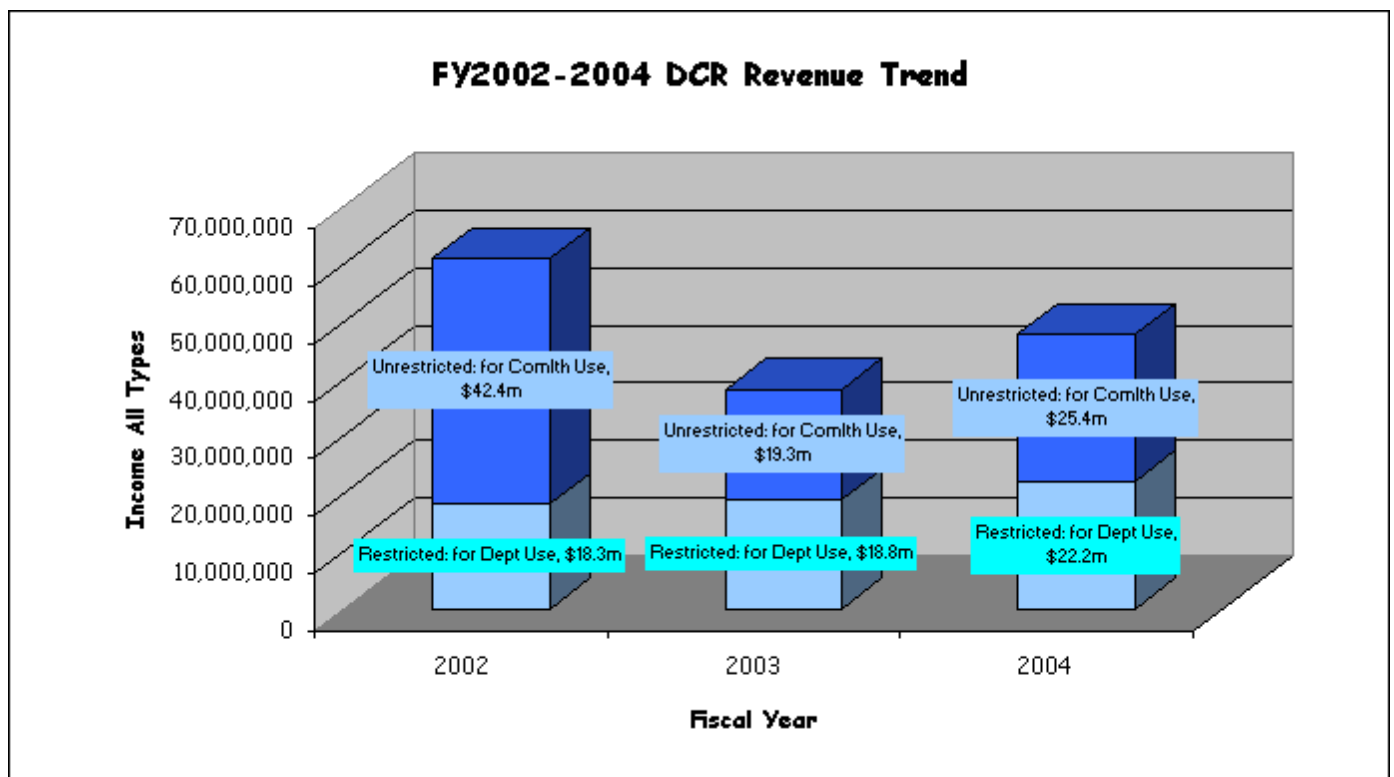
**Chart 1. DCR Spending by Division, FY 2004**

Because of the structure of the line items and accounting for DCR divisions, Urban Parks and Recreation and State Parks and Recreation accounts include not only spending on park-specific wages, programs, and supplies, but also spending for the Division of Planning and Engineering and the Bureaus of Ranger Services, Interpretive Services, Recreation, Events, Forestry, and Fire Control. DCR finance staff are establishing new accounts and accounting procedures that will allow more Division-specific reporting for Fiscal Year 2005.



**Chart 2. DCR Revenue, FY 2002 to 2004**

In FY2004, the Department generated total of \$47.6 million of revenue from all sources (including General Fund monies), nearly \$9.5 million more than the previous year.



### Chart 3. DCR Overall Spending, FY 2002 to 2004

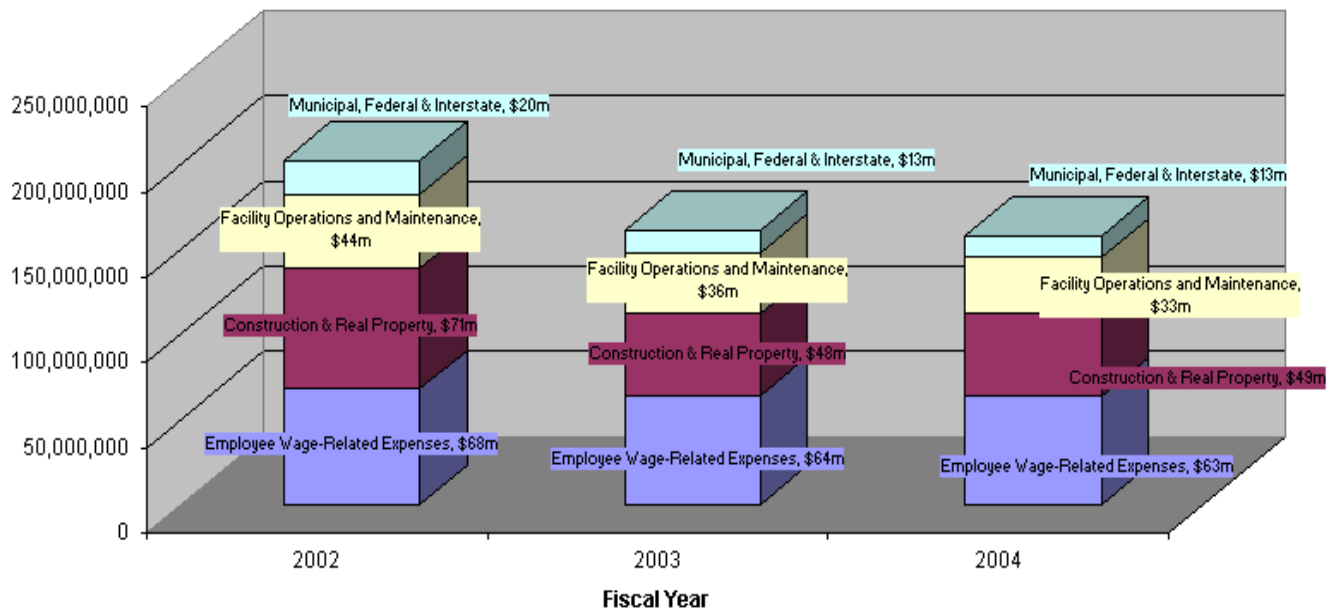
Total spending from all sources:

FY 2002: \$201,809,945

FY 2003: \$160,668,359

FY 2004: \$157,844,316

FY2002 - 2004 Spending Trends



### Looking Ahead

DCR's first fiscal year encompassed both endings and beginnings. Fiscal Year 2005 promises to bring the focus more directly on the future, as the agency undergoes restructuring, new policies and practices are put in place, and staff come together under the heading of the Department of Conservation and Recreation, rather than "the old MDC" or "the old DEM." As we look forward to fiscal year 2005, we continue to push ahead on three primary goals:

1. Build an agency capable of delivering world-class conservation and recreation
2. Demonstrate progress toward the world-class standard
3. Foster citizen support for the agency and a broad sense of stewardship for Massachusetts' natural resources

This fiscal year, we will reaffirm our commitment to these goals, and develop a more refined set of objectives geared toward improved services for the public, and means for measuring progress.

*To build a new organization*, DCR Senior Managers will be implementing the organizational plan for the agency, defining standards of service, identifying measurable outcomes and creating systems for achieving those outcomes, and will seek the input of union representatives, staff, legislators, and partners.

*To demonstrate progress in meeting a world-class standard*, DCR will establish performance measures and the means for tracking changes – both improvements and declines – in customer service, facility maintenance, and project management, for example.

*To foster citizen support and generate a sense of stewardship*, DCR will continue its efforts to improve our services and engage everyone. It is anticipated that with the appointment of a Director of Partnerships, the effectiveness of the partnership program will be greatly enhanced and that a variety of public-private partnerships can be explored. The Stewardship Council will also play a significant role in facilitating agency relationships with diverse constituencies and public-private partnerships for park management, restoration, and maintenance, as well as leading the development of a new strategic framework.

These activities and many more, undertaken by DCR in shared stewardship with our many public and private partners, will enable us to achieve our mission of “protecting, promoting and enhancing our common wealth of natural, cultural, and recreational resources for all.” We urge you to make the “It’s Your Nature!” theme your own and join us in enjoying, preserving, and protecting our valuable resources and in building world-class conservation and recreation services for the 21<sup>st</sup> century.

## **Appendix: Activities and Accomplishments**

### **Recreation**

More than 35,000,000 people visited state and urban parks in Fiscal Year 2004 to enjoy active recreation, as well as quiet contemplation. Here are some of the year's highlights.

#### ***Waterfront Program – Beaches and Pools***

- To improve public safety, DCR removed diving boards at 18 state park pools and then initiated Phase 1 of a Pool Slide Program by introducing pool slides in 5 locations across the state. This initiative was very popular with pool patrons, and DCR plans to expand the program in coming years.
- Lifeguard services were in place at all inland beaches during the height of the recreation season, generally beginning Memorial Day weekend.
- Lifeguards were on weekend duty beginning in mid-June 2004 at salt water beaches, nearly two weeks earlier than most previous years.
- DCR partnered with the YMCA in a Lifeguard Training Program to recruit and train minority applicants to serve as lifeguards at pools and beaches in urban communities.

#### ***Camping Program***

- To provide better customer service and a more equitable system for reserving a campsite at the most popular and highly used state campground facilities (Nickerson State Park and Scusset Beach, Salisbury Beach, and Horseneck Beach State Reservations), DCR increased the percentage of sites available for reservation to 100%. This provided better customer service to our patrons and eliminated long wait lines. The remaining 24 campgrounds converted their availability to 90% reservable. Walk-in customers are still allowed to camp on a site that is not reserved.
- DCR improved the popular yurt camping program at Nickerson State Park in Brewster and Otter River State Forest by upgrading furniture and expanding the program into Shawme Crowell State Forest in Sandwich.

#### ***Multi-use Trails***

- In late May, DCR celebrated the 25<sup>th</sup> anniversary of the Cape Cod Rail Trail, the state's first rail trail, with a "Rail Trail Jam" hosted at Nickerson State Park in Brewster. DCR co-sponsored the event with the Rails-to-Trails Conservancy, the Cape Cod Chamber of Commerce, and local businesses. At this event, Secretary of Environmental Affairs Ellen Roy Herzfelder announced an allocation of \$6.2 Million in state funding to redesign, rebuild, and better maintain the popular 22-mile rail trail.
- A multi-disciplinary team of DCR staff has begun reviewing use of motorized vehicles such as all-terrain vehicles (ATV) and motorcycles in public parklands. The group,

which has been reviewing DCR's current policy allowing ATV use on eight properties, will be soliciting comments on a draft report during Fiscal Year 2005.

### ***Universal Access Program***

- DCR's model Universal Access Program (UAP) is responsible for overseeing capital improvements, adaptive equipment, and recreation programming that will make the state and urban parks more accessible to people with various abilities. In Fiscal Year 2004, UAP received a three-year, \$314,000 grant from the U. S. Department of Education to increase the amount of accessible outdoor recreation for people with disabilities in Massachusetts and to train recreation professionals from across the northeast in how to provide these services in their own state park systems. This is the third federal grant UAP has received in recent years, for funding totaling more than almost one million dollars.
- UAP offers accessible hiking, cycling, boating, birding, camping, and horseback-riding programs in spring, summer, and fall, as well as an active winter recreation program that includes accessible skiing, sledding, skating, hiking, and snowshoeing in both public parks and skating rinks. Thousands of people with disabilities in Massachusetts have participated in these programs and the number is growing every year.

### ***Special Events***

- In Fiscal Year 2004, DCR staff produced more than 800 special events at DCR properties, including concerts, movies, and walk-a-thons. The Hatch Memorial Shell on the Esplanade alone hosted almost one million people for special events.
- The agency issued 900 special use permits for private events on DCR properties, such as walks, concerts, festivals, road races, triathlons, canoe trips, corporate gatherings, family picnics, weddings, and other site-specific recreational events.

### ***Skating Rinks***

- In the State Parks Division, 17 of the 18 DCR ice skating rinks are currently operating under the 25-year lease program instituted in June of 2002 and, in light of provisions contained in the Fiscal Year 2005 budget and Fiscal Year 2004 supplemental budget, eight urban parks skating rinks will be going out for bid in the winter of 2004-2005. The rink partnerships continue to improve rinks and provide longer ice skating seasons than ever before. All facilities under the long-term leases continue to operate under the DCR public rink program guidelines for public skating sessions and youth priority scheduling and charge affordable user fees that are far below the statewide average.
- Rinks in Brockton and Franklin, both managed by Facility Management Corporation, were completely renovated during the summer of 2004, receiving new ice slabs, state-of-the-art dasher boards, tempered glass, new refrigeration, heating, and lighting, which will mean that these facilities can now be open for business year round.

## ***Interpretive Services***

- In Fiscal Year 2004 DCR launched the “Find Yourself in a State Park” program, connecting over 3,000 new visitors to the Commonwealth’s state park system. Visitors joined park staff to explore waterfalls and gorges, ponds, trails, and picnic areas, while seniors from the Greater Boston area explored the Boston Harbor Islands. This program was made possible through a U. S. Forest Service Conservation and Education grant, which continues through Fiscal Year 2006.
- DCR Park Rangers and interpreters provided a plethora of educational and recreational programs to park visitors in 2004, varying from the always popular tour of the Hatch Shell in the Charles River Esplanade, to First Day Hikes at the Blue Hills and Breakheart Reservations, to talks about camping in black bear habitat and staffing at park visitor centers.

## **Conservation**

DCR is charged with protecting the natural, cultural, and historical resources of the Commonwealth to preserve them for generations to come. Here are some of the major accomplishments in this area in Fiscal Year 2004.

### ***Natural Resource Protection***

- Completed the Southeastern Massachusetts Bioreserve Plan, in coordination with partners Massachusetts Department of Fish and Game, The Trustees of Reservations, and the City of Fall River.
- Initiated a coastal rare bird species protection effort at 13 coastal DCR properties.
- Secretary Ellen Roy Herzfelder approved resource management planning guidelines for Areas of Critical Environmental Concern prepared by DCR staff.
- Provided approximately 35 Recreational Trail grants in 70 communities to support innovative projects which advance the creation and promotion of greenway and trail networks throughout Massachusetts.
- Provided “Weed Watcher” program training to 160 individuals in techniques and practices used to control invasive species in lakes and ponds, reducing the need for herbicides.
- Worked with municipalities to promote innovative watershed techniques to control storm water runoff and prevent related water quality problems.
- Registered 500 well drillers to protect ground water resources and consumers.
- Reviewed approximately 10,000 well completion reports in Fiscal Year 2004 and maintained a data base of ground water information by community.

### ***Cultural Resource Preservation***

- DCR staff received the 2004 Public Education Award from the American Planning Association for the publication *Reading the Land –Massachusetts Heritage Landscapes: A Guide to Identification and Protection*.



- Moore State Park in Paxton was placed on the National Register of Historic Places by the National Park Service of the U.S. Department of the Interior.
- Entered into a partnership with Essex National Heritage Corridor Commission to begin an Essex County Heritage Landscape Inventory.
- Completed an exhibit at Voss Farm Visitor Center at Blackstone Heritage State Park, with an opening reception in April 2004.

### *Forestry*

After being 80% deforested in the early 1800's, Massachusetts has made a remarkable recovery. Currently, 62% of land Massachusetts (3.1 million acres) is forested. Eighty-four percent of this (2.6 million acres) is classified as timberland, capable of growing timber. The vast majority of forest land (76%) is privately owned by an estimated 212,600 individuals and enterprises. A growing number of these private land owners are engaging in long-term management planning. Massachusetts' urban areas have an estimated 86.8 million trees forming an average urban tree cover of 25.3% with an estimated total value of \$55 billion.

Massachusetts was the first state in the nation to have all of its state forests approved for "Green Certification." The Forest Stewardship Council approved the "Green Certification" of Commonwealth-owned forested lands: state forest and parks, 285,000 acres; wildlife management areas, 110,000 acres; and water supply protection areas, 104,000 acres. Green Certification focuses in five areas, where DCR has already made progress. To maintain Green Certification, DCR will:

- Improve forest management practices on state forest lands. In FY 2004, DCR foresters administered 346,564 acres of Chapter 61/61A (agricultural) stewardship plans for 225,400 acres; and Forest Cutting Practices Act cutting plans for 27,031 acres.
- Identify opportunities for coordination of forest management among state agencies and municipalities. In FY2004, DCR administered \$529,000 in Urban and Community Forestry grants to provide and care for shade trees in cities and towns. Also in fiscal year 2004, DCR received \$1,607,000 from the federal Forest Legacy Program to protect approximately 600 acres.
- Encourage improvements in private forest management, by providing examples and building market incentives for sustainable management practices. For example, DCR promoted the use of Massachusetts' forest natural resources biomass as a renewable energy source (bioenergy) as a model of using low quality forest products and improving the quality of our forests.
- Improve public understanding of and confidence in active forest management practices on state forest lands, by providing an independent, FSC-accredited audit of those practices.
- Increase timber revenues through increasing sustainable forestry and access to new markets. In FY 2004, DCR sold 7.5 million board feet of timber (valued at \$1,243,000) to be harvested on 1,874 acres of state forest lands. Once management plans and other requirements of certification are in place, we may be able to increase the sustainable timber revenues

### ***Forest Fire Control***

- DCR's Prescribed Fire Program oversaw 22 prescribed burns totaling 981.2 acres of land in order to reduce naturally occurring fuels and fuel-loading and to protect Commonwealth properties and the public and private lands bordering state-owned forested areas.
- DCR Fire Control staff provided statewide fire detection services through a system of 42 operating fire towers and services aimed at suppression of forest fires.
- In Fiscal Year 2004, DCR distributed federally funded Volunteer Fire Assistance Grants totaling \$65,930 through awards to 45 towns for the purchase of equipment and supplies utilized by volunteer fire departments.
- DCR administered \$173,714 in State Fire Assistance (SFA) federal grants used to supplement the state operations budget for equipment, communications, preventive supplies, fire tower construction, fire apparatus, vehicles, forest fire patrolman, education, and suppression activities, as well as technology, computer, Federal Excess Property Program repair and parts.
- As part of a national network of professional wildfire fighters, DCR dispatched wildfire crews to California and Montana to aid in the suppression of wildland forest fires.

### ***Watershed Planning and Management***

- In a significant step toward ensuring adequate and consistent funding for watershed protection, the legislature created the Watershed Trust Fund to receive funds directed to watershed management, and DCR signed a Memorandum of Understanding with the Massachusetts Water Resources Authority (MWRA) to coordinate all aspects of watershed protection.
- Processed 180 Watershed Protection Act applications, and enforced 1,200 rule violations via Watershed Rangers while accommodating 300,000 visitors to the watershed property.
- Reviewed 25 Water Resource Commission applications and provided technical staff support to the Commission, which includes coordinating the interagency review of proposed interbasin transfers.
- Managed the Rainfall Program (monitoring data collection at 200 precipitation stations).
- Coordinated the \$400,000 per year cooperative program with the U. S. Geological Survey for the Water Resources Commission, including stream gauging, ground water level monitoring, and special studies.

### ***Land Protection***

- During Fiscal Year 2004, DCR protected nearly 2,300 acres of land from the Berkshires to Cape Cod using just over \$2.6 million in bond funding, teaming up with nearly two dozen partners from federal, state, local, and nonprofit organizations, as well as with private donors to leverage nearly \$25 million additional funds.

## Fiscal Year 2004 Land Acquisitions

<u>Property Name</u>	<u>Purchases</u> <u>Town</u>	<u>Abutting Facility</u>	<u>Acres</u>
Bosworth property	Sandwich	Shawme Crowell SF	19.67
Clark property	Egremont	Jug End SR	1.19
Crowes Pasture property	Dennis/Brewster	Nickerson State Park	386
East-West/Town of Ashburnham	Ashburnham	Ashburnham SF	389.3
French/Samuels property	Gill	CT River Greenway SP	14.3
Furman property	Barnstable	Shawme Crowell SF	55
Garbiel property	Montague	CT River Greenway SP	16
Garvey property	Williamstown	Taconic Trail SF	210.7
Robinson/TPL property	Grafton	Upton SF	196
Schuster property	Douglas	Douglas SF	50
Scherer property	Orange	Orange State Forest	73.8
Totman property	Conway	Conway State Forest	90
Winding River Land Trust property	Westfield	Hampton Pond SP	4
<b>Purchase Totals (Acres)</b>			<b>1506</b>

<u>Gifts/No DCR Cost Transactions</u>			
<u>Property Name</u>	<u>Town</u>	<u>Facility</u>	<u>Acres</u>
B & M RR property	Montague	Canal Side Rail Trail	26.44
French/Samuels property	Gill	CT River Grwy SP	13.7
Holliston, Town of	Holliston	Ashland SP	210
JAB Realty Trust	Gardner	Townsend SF	168.88
Keefe (Partridgeberry, LLC) property	Ipswich	Willowdale SF	20.29
Lahtinen property	Westminster	Leominster SF	29.369
Mashpee, Town of	Mashpee	WBNERR	7.59
Northeast Woods Designs/Korich	Ashburnham	Ashburnham SF	13
Phinney property	Falmouth	WBNERR	10
Sandwich, Town of (Sandy Neck Rd.)	Sandwich	Shawme Crowell SF	10.08
Sandwich, Town of (Scorton Neck)	Sandwich	Shawme Crowell SF	27
Schwartz property	Savoy	Savoy Mountain SF	106.14
Storey property	Essex	Sandy Point SR	121
Tynsborough property, Town of	Tynsborough	Lowell-Tynsborough SF	32
<b>Gifts/No DCR Cost Transactions Totals (Acres)</b>			<b>795.48</b>

<b>TOTAL ACRES</b>	<b>2301.4</b>
--------------------	---------------

## Public Safety/Infrastructure

DCR is responsible for safety inspections of dams across the Commonwealth, both publicly and privately owned. Further, with thousands of miles of paved roads criss-crossing DCR properties, the agency considers roadway maintenance and safety integral to property management.

### ***Dam Maintenance and Flood Control***

- Completed 60 dam inspections in Fiscal Year 2004, and monitored 200 state-owned dams for needed maintenance and repairs.
- Maintained 25 Small Watershed Flood Control sites, and cooperatively with the Natural Resources Conservation Service, developed under P.L. 566 to the highest national standards.

### ***Flood Hazard Management***

- DCR is the state coordinating office for the National Flood Insurance Program (NFIP), and staff provided floodplain management technical information and assistance to 71 communities in an effort to anticipate and prevent flooding.
- As state administrator for the Federal Emergency Management Agency (FEMA) hazard mitigation programs in conjunction with the Massachusetts Emergency Management Agency (MEMA), DCR distributed approximately \$2 million federal funds in Fiscal Year 2004 through three grant programs: the Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA) Program, and the Pre-Disaster Mitigation (PDM) Program.

### ***Bridges***

- Performed more than 160 bridge inspections and completed the National Bridge Inspection System(NBIS) Annual Review with zero bridges listed as “out of frequency” for inspection.
- In conformance with Federal Highway Administration performed 10 scour evaluations on bridges over water. Retained consulting services to perform additional scour analyses where required.
- Completed designs for repairs to the following bridges; construction activities to be completed by 30 June 2005.
  - Mill Creek
  - Reid Overpass
  - Highland Avenue
  - Cheney Bridge
- Emergency repairs to the following bridges under the emergency repair contract: G.E. Bridge, Storrow Drive Tunnel, Weeks Pedestrian Bridge, Cheney Bridge, Craigie Drawbridge, Neponset River Bridge, Blossom Street Pedestrian Bridge, Fiedler Pedestrian Bridge, Otis Street Pedestrian Bridge, Casey Overpass and the Woods Memorial Bridge.

### ***Capital investments***

The table below lists projects on DCR properties that were completed or initiated in FY2004, listed by municipality.

<b><u>CITY/TOWN</u></b>	<b><u>PROJECT</u></b>	<b><u>FY04 MILESTONE</u></b>	<b><u>TOTAL PROJECT COST</u></b>
Boston	Restoration of Savin Hill Beach. Tenean Beach and Malibu Beach	Completed	\$5,000,000
Boston	Rehabilitation of the Beades Bridge on Morrissey Blvd.	Completed	\$8,900,000
Boston/Cambridge	Remedial Repairs to the Longfellow Bridge	90% Complete	\$3,300,000
Cambridge	Memorial Drive Rehabilitation- Historic Parkways Initiative	99% Complete	\$6,000,000
Erving	Utilities Repairs and Improvements at Erving State Forest	Completed	\$105,700
Fall River	Roof Repair at Fall River Heritage State Park	Completed	\$69,590
Hopkington	Repairs to the Whitehall Dam	Completed	\$500,000
Hull	Reconstruction of the Bernie King Pavilion	Completed	\$940,000
Hull	Nantasket Beach Emergency Seawall Repair	20% Complete	\$2,300,000
Lawrence	Site work improvements at Pemberton State Park	Completed	\$125,000
Medford/Everett	Repairs to the Woods Memorial Bridge	Completed	\$690,000
North Andover	Construction of a New Campground Comfort Station at Harold Parker State Forest	Completed	\$210,000
Saugus	Construction of new Breakheart Reservation Visitors Center	Completed	\$770,000
Saugus/Newton/Weston	Sanitary System Upgrades at Camp Nihan and the Leo J. Martin Golf Course	Completed	\$468,000
Somerville	McGrath Highway Safety Improvements	90% Complete	\$1,900,000
Weymouth	Abigail Adams Park Improvements	Completed	\$1,500,000
Statewide	Lakes and Ponds Demonstration Projects	Completed	\$210,000
Statewide	Environmental Remediation	Completed	\$515,744
Statewide	Design and Permitting for various projects at seven (7) facilities	Completed	\$150,175
Statewide	Maintenance and Repairs at 41 State Parks Dams	Completed	\$375,000
Statewide	Rehabilitated and Upgraded Tennis and Basketball Courts	Completed	\$850,000
Statewide	Replaced and Upgraded Fuel Tank Monitoring and Inventory Control System	Completed	\$366,000
MWRA Watershed	Installation of Enhanced Security Measures at Wachusett Reservoir	Completed	\$150,000